



CT Graduation Ceremony -- 28 August 1986

I want to congratulate you on your completion of the Career Training Program. You have, in many respects, joined a priesthood. Above all, like a priest, you have chosen a life of service and sacrifice for a higher calling. You are the best the country has to offer. To say you are special is a vast understatement. You are the product of a nationwide winnowing of more than  people last year alone. Harvard admits 1/20, CIA-CT 1/2000 -- 100 times more selective.

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When General Donovan established the OSS in 1942, he established an organization which exemplified the highest ideals of exceptional performance and devotion to duty. This tradition has endured through more than forty years as a core value of the Central Intelligence Agency. Probably no other intelligence organization in the world has achieved as much as this Agency or its people given so deeply of themselves as at CIA. Clearly, the history of the wartime OSS and that of the postwar CIA is a history of meeting great challenges -- and meeting them successfully.

You -- your class and others like you -- are the intelligence professionals who must meet and master tomorrow's challenges. In your ranks there are case officers, analysts, support officers, and technical specialists. Tomorrow's challenges likely will be very different from those faced by OSS forty years ago or even by CIA today. But it is certain that tomorrow, as today, CIA will be on the front lines at home and abroad. Today, the nation looks to us to defend it against terrorists and narcotics networks abroad, to resist Soviet aggression in Afghanistan and to help freedom fighters throw off the shackles of Communist regimes on three continents. We alone among the national security departments and agencies of government have credibility in both the Executive and Legislative branches on the great issues and concerns of the day -- the Soviet military threat and an endless array of others. From our case officers and communicators  to the halls of Congress, to the White House, to outer space, every day CIA officers are influencing the outcome of events, reporting on them -- often at great risk -- and defending our national security. Never have our challenges been greater. Even so, the challenges facing you may make those of today pale by comparison -- and they will test each and every one of you. As Alfred North Whitehead said, "It is the business of the future to be dangerous." You will be the nation's eyes, its ears, its hidden hand, its link to the realities of an unpredictable and hostile world.

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During your time in the CT Program you have heard about our computers and our high-technology equipment, about our miniature electronics, high resolution cameras, and our sophisticated electronics gear. You have heard about our finished analysis and our timely reporting from around the globe. And you have heard us laud the support services such as logistics, medical care, and training. But none of this would be possible without highly-motivated people.

You must remember that our people are the most valuable resource we have. Only people can make and move the equipment. Only people can risk their lives obtaining the critical information we need. Only people with brains and intellectual courage can peer through the uncertainties and fog of international affairs and present clear, bold finished intelligence to our national leaders.

The key to meeting these challenges consistently and well lies in the excellence of our ideas, of our knowledge, and most especially of our efforts. Excellence is going the extra mile even though you really don't have to. It is inspiring others and challenging them to do better than their best.

Excellence, ultimately, is people and what they do, or create, or achieve. Edison's remark "Genius is one percent inspiration, and ninety-nine percent perspiration," is certainly an appropriate thought for success in this Agency. Great achievements are made by people. Challenges are met--and mastered--by people. And traditions are carried on by people.

We are a family here at CIA. The peculiar nature of our work places a tremendous obligation on us to ensure that the cooperative spirit of a family is firmly established and maintained. We cannot publicly acknowledge or revel in our successes, or even show publicly our pride in significant individual contributions or the bravery and heroism of our people. We must thus go to extra lengths to ensure that an environment exists within our walls that permits such recognition, and engenders the pride we feel. This ceremony is one such celebration. Because we are a family we must also avoid the bureaucratism, turf-consciousness and parochialism that so often paralyzes other organizations. This Agency is a team; all elements must work together to get the job done. We must all hang together...I'll forego the rest of Ben Franklin's quote to the effect that if we don't we'll all hang separately.

When we have concluded our ceremonies here today, each of you will begin your own adventure in CIA. You came to us from many different backgrounds -- economists, teachers,

linguists, historians, account executives, and military officers. And, following your graduation today, you will again go your separate ways as operations officers, analysts, support officers, and in many other specialities. But our hope is that your common experience in the career training program has made each one of you -- first and foremost -- an Intelligence Officer.

Through this program we have given you a head start in one of the most elite organizations in the world. You are the top rank of that select few. You also have joined one of the most demanding, exacting, high pressure, high stakes undertakings of all time. This is no Sunday school picnic; we are not the tea and cookies set. From this point on, you will be judged and advanced on your achievements and on the quality of your work. We welcome you today as our colleagues in the intelligence profession and in an organization where exceptional service is the norm. We challenge you to match the standards and performance of your predecessors -- and then to exceed them.

In closing, I would ask you to ponder the path you have chosen:

-- You will serve in inhospitable climates and dangerous places.

- Hard demands will be placed on you and your family.
- The needs of the service almost always will come first.
- Your achievements will be unheralded and your failures trumpeted; even worse, at times even friends and family will be tempted to believe the worst about you and your work.

But what about the compensations:

- You will help preserve and protect the nation and its people from American soldiers and airmen in combat to innocent American families in distant airports.
- You will be trusted like no others on earth - with enormous responsibilities, with sensitive information, with the very lives of your colleagues and our agents.
- Despite the frustrations, you will have the special pride of knowing that you belong to the only intelligence service in the world governed by law and subject to the elected representatives of our people.
- You will know that what you do makes a difference.

-- Your integrity, loyalty, dedication and skill will be repaid many times over with friendships for a lifetime, pride, the experiences you will have, and the certain knowledge you have served your country well.

-- And, finally, if I may paraphrase General Patton, many years from now, when you are sitting in front of your fireplace and your grandchildren ask what work you did, you won't have to say, well, I shoveled shit in Louisiana.

Today, your adventure begins.

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And, now,  the Deputy Director of the Office of Training and Education, will assist me in presenting the certificates.